

**MICHAEL T. MCCAUL**  
10TH DISTRICT, TEXAS

**CHAIRMAN, COMMITTEE ON  
HOMELAND SECURITY**

**COMMITTEE ON FOREIGN AFFAIRS**

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-4310**

February 8, 2018

Ms. Carrie Cabelka  
White House Liaison  
U.S. Department of State  
2201 C St. NW  
Washington, DC 20037

Dear Ms. Cabelka,

I would like to give my strongest recommendation of Ms. Mina Chang, CEO of Linking the World, to assume a senior leadership position within either the Bureau of Conflict and Stabilization Operations or the Bureau of Counterterrorism of the U.S. Department of State.

As Chairman of the Homeland Security Committee and a senior member of the House Foreign Affairs Committee, I truly understand the threat that violent extremist groups like ISIS and al Qaeda pose to the security and safety of all Americans. To defeat this enemy, I like so many of our nation's senior military leaders, have come to realize that we need an emboldened holistic national security strategy. Ms. Chang and her organization are at the leading edge of that conversation.

First, as a seasoned field practitioner herself, Ms. Chang knows through hands on experience the disastrous impact that violent extremist groups have on the stability of countries, regions, and communities. She has extensive experience as a frontline civilian designing and implementing sustainable program strategies to eliminate critical vulnerabilities in communities exposed to the worst violent extremist groups including Afghanistan, Iraq, Iraqi Kurdistan, Somalia, and Nigeria.

Second, in academia, through her work as a lecturer and Fellow at the Center for the Study of Civil-Military Operations at the U.S. Military Academy at West Point, Ms. Chang helped to create a foundation for junior officers to understand the full spectrum of Civil-Military Operations – from root vulnerabilities to implementation and policy, and subsequently provided similar guidance to the United Nations Civil-Military Coordination working group.

In Washington, D.C. she has come to the forefront as a powerful voice and thought leader in changing the conversation about national security to include proactive development alongside military intervention in order to make more sustainable gains against our nation's enemies.

In my role on the Foreign Affairs Committee I am co-sponsoring the "Global Fragility and Violence Reduction Act of 2018" which addresses many of the critical gaps that Ms. Chang has brought to light through her writing and speaking – including tighter collaboration and greater

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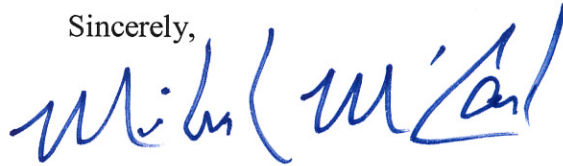
coordination among the Department of State, Department of Defense, USAID, and the NGO community at the ground level in highly fragile areas of interest.

Ms. Chang is an incredibly powerful, adept communicator. From her powerful speech delivered at the Republican National Convention to her thought-provoking, compelling pieces penned for CNN and Foreign Affairs, Ms. Chang has demonstrated her innate ability to communicate incredibly complex challenges and new ideas for solutions in a way that consistently wins over even the toughest sceptics.

The U.S. Department of State will significantly gain from her leadership. She has diverse experience in research and development of innovative programs in uncertain environments, and a passion for the principles and values that make us who we are as a nation.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael McCaul", with a stylized flourish at the end.

MICHAEL T. MCCAUL